

Equal Employment Opportunity and Affirmative Action Program

Engineering and Regional Operations
2007 – 2011 Fiscal Years



**Washington State
Department of Transportation**

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Engineering and Regional Operations Equal Employment Opportunity and Affirmative Action Program

Equal Employment Opportunity and Affirmative Action Plans

An Affirmative Action (AA) Plan is part of the Washington State Department of Transportation's Equal Employment Opportunity (EEO) Program, and is required by Federal and State regulations. It details positive steps to overcome the effects of past or present barriers to assure that the workforce is reflective of the available labor pools of the communities that we serve.

Synopsis of Engineering and Regional Operations Plan Commitments

- Management commitment to implement, maintain, and be actively involved in developing and monitoring recruitment and AA activities
- Incorporate innovative recruitment techniques that specifically target qualified, under-represented populations
- Provide resources to broaden the pool of affirmative action group members through career fairs, college visits, and partnerships with vocational or trade schools, college internship programs, high schools, and apprenticeships
- Establish and maintain memberships in professional societies and outreach to ethnic/minority organizations
- Communicate the desirability of working for Engineering and Regional Operations through methods that are meaningful to under-represented cultural groups, which bridge cultural and economic differences, and are consistent with established environmental justice policy. (<http://www.fhwa.dot.gov/reports/pittd/cover.htm>)
- Provide training and reviews to ensure job announcements, descriptions, interviews, and selection criteria are job-related and unbiased.
- Actively use and accountability of OEO and OHR activities to help achieve AA goals: OEO diversity training, diversifying interview panels, analyzing involuntary separations for disparate impact, adhering to ADA requirements, tracking applicants and reviewing results, training on proper interviewing techniques, evaluating performance, recognizing employees, supporting career development, conducting employee satisfaction surveys, and exit interviewing.
- Encourage promotion and retention of under-represented employees through "in-training" appointments and educational/career development programs
- Annually adjust Engineering and Regional Operations Plans, as necessary, to ensure strategies are effective. OEO reports the activities and status of the Department's EEO and AA plan on an annual basis.

AA Facts and Specific Organizational Plans are Attached

**Engineering and Regional Operations
Affirmative Action Plans**

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Affirmative Action Plan Fact Sheet

What is an Equal Employment Opportunity Program?

An Equal Employment Program (EEO) sets forth results-oriented policies and commitments of good faith efforts to attain fairness and equity in the administration of all of Washington State Department of Transportation (WSDOT) employment practices such as recruitment, hiring, pay, benefits, job assignments, leave, promotions and more. The program promotes the creation of a diverse workforce, and an inclusive, open work environment that is free from discrimination and harassment based on race, color, national origin, creed/religion, gender, age, disability, sexual orientation, and Disabled Veteran, Vietnam Era Veteran, and marital status.

What is an Affirmative Action Plan?

An Affirmative Action Plan (AA) is an integral part of an EEO Program. It details positive steps to overcome the effects of past or present barriers to assure that the WSDOT workforce is reflective of the available labor pools of the communities that we serve. An AA plan ensures equitable participation, and discourages and remedies discriminatory actions.

Why must WSDOT have an Affirmative Action Plan?

Federal regulations (CFR 23 Part 230), State regulations (RCW 41.06.150 and WAC 357-25) and the Governor's Executive Order (93-07) requires WSDOT to prepare, submit, and annually maintain a program promoting affirmative action and equal employment opportunity. WSDOT Executive Order 1014.00 and Chapter 1 of the Office of Equal Opportunity (OEO) Desk Manual state, "Each executive manager is to establish and maintain an affirmative action program within the organization he or she is responsible for".

The new 2007-2011 Fiscal Year AA Plan will be composed of each Regions' and Administrations' commitments to actively implement, measure, and evaluate program progress on the specific action items that represent equal opportunity problems or deficiencies.

How do AA Plans benefit WSDOT beyond compliance?

- Increases in minorities, females, and an aging population have significantly changed the labor pool. Recruitment strategies that access all available labor markets are the only way WSDOT can attract and retain the best talent.
- More than 50 percent of the workforce for state DOTs will be eligible for retirement in the next 10 years, double the rate for the nation. ("The

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Workforce Challenge: Recruiting, Training, and Retaining Qualified Workers for Transportation and Transit Agencies". Transportation Research Board, TR News vol. 229, November – December 2003.)

- Research indicates that promoting equal opportunity and valuing cultural differences can significantly improve organizational performance. Direct and indirect links to the bottom line include an increase in adaptability and flexibility; reduction of costs associated with turnover, absenteeism and low productivity; and increased effectiveness in serving an increasingly diverse customer base. (Lockwood, N.R. [2005, June] Society of Human Resource Management Research Quarterly.)
- Complex transportation systems and congestion have spurred the development of, and need for new technologies and a workforce with new skill sets capable of addressing many issues other than engineering.

Elements of an AA Plan

The elements of an AA Plan administered by OEO include:

- Establishing a strong policy statement and commitment to EEO
- Conducting a survey of the relative labor market, an analysis of the workforce to identify where the employee population (utilization) is under-represented (under-utilized).
- Identifying attainable hiring and promotion goals in each area of underutilization. The affirmative action goal for an [affected group](#) is equal to the affected group's [availability](#).
- Implementing procedures where employees and applicants may process allegations of discrimination to an impartial body without fear of reprisal.
- Implementing specific programs to eliminate discriminatory barriers and achieve goals.

Responsibility for positive affirmative action in the discharge of EEO programs is expected of all management personnel. Managers and Appointing Authorities are also responsible for implementing strategies to meet affirmative action goals in the areas of:

- Job Structuring and Upward Mobility
- Recruitment, Promotion, and Placement
- Retention and Separations
- Responsibilities, Reviews, and Remedies

Statewide WSDOT Activities That Support EEO & AA Programs

Diversity Training

WSDOT Office of Equal Opportunity (OEO) Diversity Training is mandatory for all WSDOT employees, providing information on the Department's policies and programs. OEO Diversity Training includes three modules: *Valuing Diversity*, *Sexual Harassment/Discrimination Prevention*, and *Disability Awareness*. WSDOT's Washington State Ferries also provides these modules encompassed in a training program entitled, "Respectful Workplace Training". In addition, new employees are made aware of policies in new employee packets and new employee orientations.

Civil Rights Complaints and Investigations

OEO conducts fair and impartial investigations and seeks to resolve issues through informal processes, including mediation. Employees may file a complaint with the WSDOT Office of Equal Opportunity if they believe they have been subjected to discrimination or harassment on the basis of their race, religion, color, creed, national origin, age, marital status, sex, sexual orientation, status as a disabled or Vietnam-era veteran, or the presence of any form of disability. Managers can request OEO informal or formal inquiries and mediation services to prevent and correct discrimination or harassment.

Annual Performance Evaluations

Chapter 1 of the OEO Desk Manual establishes minimum Equal Employment Opportunity standards. Clear expectations and accountability is critical to success. A factor to rate manager's and supervisors' performance in discharging EEO program responsibilities is incorporated in the new performance appraisal system.

State and Federal Disability Programs

Regional HR and OEO Consultants provide disability and reasonable accommodation services throughout the department. The WSDOT ADA Coordinator provides consultations, resources, and annually reports program activities with recommendations.

Applicant Flow Data Collection and Analysis

OEO provided an Applicant Flow Database to each region for Human Resource staff to collect information on how recruitment and hiring practices impact affected groups, as required by FHWA and GAAPCom.

Utilization, Promotion, and Separation Adverse Impact Analysis

OEO distributes utilization analysis reports on a quarterly basis and posts the information on the WSDOT HR Internet: <http://wwwi.wsdot.wa.gov/HR/UARReport.htm>. Annually, OEO compiles statistics to identify and prevent possible "adverse impact", a form of discrimination defined as a substantially different rate of

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selection in hiring, promotion or other employment decision which works to the disadvantage of members of a race, sex, ethnic, or other affirmative action group. OEO assists managers and human resources to develop remedial measures consistent with the Office of Federal Contract Compliance programs, at:

<http://www.dol.gov/esa/regs/compliance/ofccp/fccm/ofcpch7.htm>

Apprenticeship Program

The Office of Human Resources (OHR) leads the WSDOT Apprenticeship Program. Availability data has been provided to OHR by OEO, and annual appointments are reported in annual EEO Assurances.

Recruitment and Retention Outreach

OHR Recruitment and Retention Unit leads the agency's statewide recruitment, retention, and promotional programs. OHR created the WSDOT Jobs Listserv for distributing vacancy announcements, which will be advertised to organizations representing affected group members.

(See: <http://wwwi.wsdot.wa.gov/HR/MoreRes/DiversityRecruitmentResources.htm>)

Career Development Programs

Encouraging participation in programs can improve upward mobility and retention. Participation in the following programs provided by Staff Development are reviewed and reported annually by OEO:

- WSDOT Training Program
- Executive Fellowship Program
- Tuition Fee Reimbursement Program
- Senior Leader Succession and Development Program
- Mentoring Program

Exit Interviews

A new electronic exit interview database has been distributed by Office of Human Resources (OHR) to each region. The data collected will provide management with statistical data on why employees leave the agency.

Headquarters Maintenance and Operations

Goals for Improving M&O HQ Affirmative Action Profile

The M&O HQ office has a relatively small workforce of approximately 109 people accompanied by a low turnover rate. This makes it challenging to portray measurable change during a short time period, and to incorporate meaningful change into the recruiting process. To help meet this challenge, the emphasis and direction for implementing change in the established recruiting philosophy needs to come from M&O's Directors, the State Maintenance Engineer and the State Traffic Engineer. They recognize the need to establish the following primary goals as a guide for improving M&O HQ's Affirmative Action Profile (<http://wwwi.wsdot.wa.gov/HR/UAREport.htm>):

1. Direct M&O managers to implement, maintain and be actively involved in developing and monitoring recruiting activities;
2. Improve access to the pool of technically capable, but under-represented population residing in regional M&O offices, by incorporating innovative recruiting techniques that specifically target under-represented populations.
3. Through use of "in-training" and educational support, encourage promotion and retention of under-represented populations already available in M&O regional offices.

Maintenance & Operations Affirmative Action Program Commitments

Recruitment, Promotion and Placement

Colleges & Universities

Traditional recruitment methods offer value to M&O in meeting its Affirmative Action goals. WSDOT's OHR Recruitment and Retention Unit identified targeting colleges with a broader student diversity population as the most effective way to improve the affirmative action profile of the Professional Engineer EEO Group within the department. A list of colleges and universities with civil engineering and civil engineering technology departments that have relatively high student populations of Blacks/African-Americans, Hispanics, and American Indians/Alaska Natives are identified in bold print in the table below.

All of these schools were visited by WSDOT recruiters during the 2005 fiscal year in recruiting for TE 1 positions, but Florida International University and University of South Florida were the out of state schools specifically visited for affirmative action purposes.

Bates Technical College - Tacoma

Big Bend Community College
Bingham Young University

Florida International University

Gonzaga University

Lake Washington Community College

Montana State University
North Dakota State University
Oregon Institute of Technology
Oregon State University
Portland State University

***Renton Technical College
Shoreline Community College***

South Dakota School of Mines
and Technology
South Dakota State University

South Seattle Community College

St. Martins College
University of Portland
University of South Florida
University of Utah
University of Washington
Utah State University
Washington State University

M&O HQ recruiters will continue to use the schools listed in this table, explore opportunities to enhance it, and coordinate their recruiting activities within the Department in order to target the most diverse schools.

Career Fairs

M&O recruiters will also seek to broaden the pool of affirmative action group members by contacting or visiting the following types of career fairs:

- Military Career Fairs
- Alumni Program (ACAP) Career Fairs
- Work First Career Fairs
- Industry Layoff Fairs
- Career Fairs hosting representatives from The Society of Woman Engineers (SWE) and The National Society of Black Engineers (NSBE.)
- Diversity Career Fairs that are hosted by the Professional, Technical & Diversity Network associations in the Northwest region.

Planning and Using Innovative Approaches to Improve Recruitment

In supporting the program's primary Affirmative Action goals, M&O HQ recruiters will work with WSDOT OHR to explore incorporating in both general and specific ways, selected recruitment practices that have demonstrated potential to improve recruiting at transportation agencies (See: <http://wwwi.wsdot.wa.gov/HR/MoreRes/DiversityRecruitmentResources.htm>)

1. Use multi-disciplinary teams for recruiting visits and interviews;
2. Establish flexible internal training programs for job categories that are hardest to fill;

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3. Provide incentives for highly motivated but economically disadvantaged students to complete their education while working in M&O;
4. Partner with colleges and universities to establish individual development plans addressing both personal and M&O goals. Plans should target under-represented adults wishing to make a career change, using a variety of outreach tools, and decentralizing methods of outreach;
5. Announce and advertise vacancies in EEO Job Groups that have under-representation, in at least one external recruitment publication;
6. Monitor WSDOT's temporary employment pool for under-represented individuals who are looking for opportunities to advance;
7. Investigate the possibility of recruiting from large-scale pools of displaced workers (i.e. Hurricane Katrina);
8. Communicate the desirability of working for M&O by conveying the message in ways that are meaningful to under-represented cultural groups, bridge cultural and economic differences, and are consistent with established environmental justice policy ("Public Involvement Techniques for Transportation Decision Making", FHWA Publication PD-96-031 HEP- 30/9-96/ (4M) QE, September 1996);
9. Inventory future openings in increments of 5, 10, 15, or 20 years and create strategies for filling positions with under-represented populations;
10. Document hiring practices with managers before offering positions;
11. Improve the overall pool of recruits by helping train people who will enter the pool at a later time.

Job Structuring and Upward Mobility

The composition of the workforce in M&O HQ's office differs significantly from M&O in general in that well over 80% of the HQ workforce is in administrative, professional or engineering positions, where as regional positions are predominately blue collar. Blue collar positions offer M&O HQ an excellent opportunity to reach and develop under-represented individuals. By creating programs that help blue collar workers prepare for positions in the M&O HQ office, the potential exists for dramatically improving the program's Affirmative Action Profile. A range of strategic methods for assisting blue collar workers includes:

1. Offering individuals interested in career change, core competency courses that increases their knowledge in present positions, or offer other courses that prepare workers for future opportunities;

2. Partnering with vocational or trade schools to establish programs or coursework geared to transportation work: Evaluate possibilities for co-development of these programs with local governments to help generate greater interest, credibility, and a larger skilled pool;
3. Encouraging WSDOT Regions to screen for technicians with management potential during the hiring process;
4. Working with OHR to develop “in-training” positions for people at every educational level;
5. Working with OHR to develop college internship positions and apprenticeships for high school students; support those positions with mentoring or tutoring in math and science subjects.

Retention, and Reviews, Separations

Many of the strategies outlined in previous discussion also supports improving retention of under-represented groups. Specifically they are:

- Establish flexible internal training programs for job categories that are hardest to fill;
- Partner with colleges and universities to establish individual development plans addressing both personal and M&O goals. Plans should target under-represented adults wishing to make a career change by using a variety of outreach tools and decentralizing methods of outreach;
- Monitor WSDOT’s temporary employment pool for under-represented individuals who are looking for opportunities to advance;
- Communicate the desirability of working for M&O by conveying the message in ways that are meaningful to under-represented cultural groups, bridge cultural and economic differences, and are consistent with established environmental justice policy (“Public Involvement Techniques for Transportation Decision Making”, FHWA Publication PD-96-031 HEP-30/9-96/ (4M) QE, September 1996);
- Inventory future openings in increments of 5, 10, 15, or 20 years and create strategies for filling the positions with under-represented populations;
- Improve the overall pool of recruits by helping train people who will enter the pool at a later time;
- Offer individuals interested in career change, core competency courses that increases their knowledge in present positions, or offer other courses that prepare them for future opportunities;

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- Partner with vocational or trade schools to establish programs or coursework geared to transportation work: Evaluate possibilities for co-development of these programs with local governments to help generate greater interest, credibility, and a larger skilled pool.

Partnering With OEO and OHR

M&O HQ managers will more actively use and implement WSDOT OHR and OEO core support functions in order to help achieve stated AA goals.

Headquarters Environmental and Engineering Programs (EEP)

EEP's Affirmative Action Program Commitments

Job Structuring and Upward Mobility

- Continue to partner with Office of Human Resources (OHR) to enhance internship programs for incoming engineers.
- During evaluations, closely scrutinize position descriptions to ensure proper classification, necessary minimum qualifications, and allocations of duties and salary.

Recruitment, Promotion, and Placement

- Provide funding to OHR to encourage broad college recruitment efforts, targeting members of protected groups.
- Provide subject matter experts as speakers in the university's' civil engineering schools, exposing students to the WSDOT "trademark" and broadening the applicant pool.
- Continue to actively supplement recruitment efforts by marketing positions to known trade journals and associations.
- Provide funding to OEO to recruit protected groups at colleges, universities, trade schools and community colleges.

Retention and Separations

- During evaluations, closely scrutinize position descriptions to ensure proper classification, necessary minimum qualifications, and allocations of duties and salary.

Responsibilities, Reviews, and Remedies

- Complete performance evaluations accurately and on time. Hold managers accountable for accurate and effective supervision.

Reporting

- Report quarterly on percentages of protected group members compared to the available populations, throughout EEP. Note both successes and areas that need additional attention.

Headquarters Project Control and Reporting Office and Research Office

The Project Control and Reporting Office and the Research Office have less than thirty-five employees combined. There are relatively few anticipated vacancies within each office. Therefore, affirmative action outreach strategies will be identified and implemented during the recruitment process, with the assistance of Headquarters Office of Human Resources.

Both offices will implement the following statewide WSDOT activities that support EEO & AA Programs, as appropriate:

Diversity Training

Mandatory OEO Diversity Training includes three modules: *Valuing Diversity*, *Sexual Harassment/Discrimination Prevention*, and *Disability Awareness*.

Civil Rights Complaints and Investigations

OEO conducts fair and impartial investigations and seeks to resolve issues through informal processes, including mediation. Managers can request OEO informal or formal inquiries and mediation services.

Annual Performance Evaluations

Chapter 1 of the OEO Desk Manual establishes minimum Equal Employment Opportunity standards. A factor to rate manager's and supervisors' performance in discharging EEO program responsibilities is incorporated in the new performance appraisal system.

State and Federal Disability Programs

Regional HR and OEO Consultants provide disability and reasonable accommodation services throughout the department.

Career Development Programs

Encouraging participation in programs can improve upward mobility and retention:

- WSDOT Training Program
- Executive Fellowship Program
- Tuition Fee Reimbursement Program
- Senior Leader Succession and Development Program
- Mentoring Program

Exit Interviews

A new electronic exit interview database has been distributed by Office of Human Resources (OHR) to each region. The data collected will provide management with statistical data on why employees leave the agency.

Northwest Region

Job Structuring and Upward Mobility

- Support Engineer's intern program
- Support Apprenticeship program
- Support/Create Transportation Engineer 4 and 5 (non licensed positions)
- Support/Create Maintenance in-training positions
- Widely publicize maintenance employment opportunities

Recruitment, Promotion, and Placement

- Provide interview techniques training for hiring managers and employees
- Develop contacts with the ANEW program, Society of Women Engineers And Women in Government
- Develop contacts with commercial truck driving schools (focused on improving profiles of positions requiring Commercial Driver Licenses)
- Spot check interview questions/selection criteria

Retention and Separations

- Conduct third party exit interviews of under utilized employees
- Consider matching written offer given by potential employers for retention purposes
- Encourage under utilized employees to take advantage of training opportunities such a Fellowship Masters Program, P.E. reimbursement, and tuition fee waivers, and tuition reimbursement

Responsibilities, Reviews and Remedies

- Discuss the Affirmative Action Plan at the supervisors meeting
- Develop an exit interview review and result reporting process by the Human Resource office
- Review training matrix of all managers and supervisors to ensure all mandatory training (Diversity, Sexual Harassment, and ADA) has been taken

Urban Corridors Office

Job Structure and Upward Mobility

- Extend efforts to restructure jobs and establish entry level and trainee positions to facilitate progression within occupational areas
 - Supports WSDOT apprenticeship programs and effectively utilizes trainee classifications to reach a broad applicant pool
 - Encourages outreach to women and minority groups
 - Encourage staff to take classes on interviewing successfully
 - Develop a rotation program for TE1s
- Create career development plans for lower grade employees who are under-utilized or who demonstrate potential for advancement
 - Use “In-Training” appointments as opportunities to broaden the applicant pool of affirmative action group members and/or to re-train employees with disabilities
 - As part of the annual evaluation process, every manager will work with staff to identify training opportunities that will help WSDOT employees to take the next step in their respective careers
 - Utilize opportunities to provide temporary upward allocations for employees working in higher classifications during absences and acting appointments
 - Support membership in professional societies
- Review position descriptions and EJKS statements to make sure they accurately reflect job responsibilities. As the statements are reviewed, make sure requirements are unbiased. Ensure that positions are allocated appropriately
- Publicize upward mobility programs and opportunities
 - Announce all vacancies in EEO Job Groups with under-utilization of affected group members through the NWR/UCO “Blue Bulletin,” “Craig’s List,” and WSDOT List Serve. Will advertise in local and community newspapers or through tech schools, community colleges, universities as appropriate to the position
 - Announce internship opportunities through tech schools, universities, community colleges, and Employment Security

Recruitment, Promotion and Placement

- Make sure requirements for entry-level positions are not above “minimum requirements.”
- Use the internet to advertise the excellence, the challenges, and the opportunities available by working for WSDOT’s Urban Corridors Office
- Train interviewers in proper interviewing techniques

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- Encourage new supervisors to attend Department of Personnel or other available training in interviewing techniques
- Utilize diversity and equal opportunity recruitment and interviewing tools
- Mentor all supervisors as part of the annual evaluation process
- Actively supplement recruitment efforts to reach all appropriate sources to obtain qualified employees on a nondiscriminatory basis
 - Supplement Jobs ListServe announcements for all vacancies
 - Utilize and update OEO and other recruitment resource lists for advertising available positions
 - Advertise positions at community colleges and tech schools that have broad student diversity
 - The new E Recruit system now being implemented statewide will establish skills banks to match employee skills with available job advancement opportunities
- Maintain contacts with organizations representing minority groups, women, professional societies and other sources of candidates for technical, professional and management level positions
 - Regularly advertise UCO job opportunities with national engineering, women, and minority professional groups
 - Support and utilize the Governor's Committee on Disability Issues
 - Support membership in professional societies
 - Regularly advertise WSDOT job opportunities with the National Society of Black Engineers, National Society of Hispanic Engineers, Women in Engineering, etc
- Ensure that all job vacancies are posted conspicuously and all employees are encouraged to bid on all jobs for which they feel qualified
- Continue to use diverse interview hiring panels
- Analyze the flow of applicants through the selection and appointment process, including an analytical review of who applies, who is hired and who is rejected
 - Use the Applicant Flow Database provided by the Office of Equal Opportunity
 - Review this plan and UCO's hiring record with UCO management at least 2 times per year

Retention

- Make sure all employees are up-to-date with diversity training updates
- Provide interesting work opportunities
- Develop official recognition and reward programs
 - Remember that not everyone wants to be recognized in the same manner

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- Involve employees in the development of the program
- Once the program is established, use it
- Continue to use informal recognition methods
- Encourage participation in WSDOT Career Development mentoring and training programs
- Annually review all employees and help them become more promotable
 - Commit to provide cross-training opportunities and then consider the skills gained for future recruitments
 - Ensure that proper performance management practices were utilized, ensure that bias is not a factor, ensure that all effective accommodations have been implemented before implementing disciplinary actions or pending disability separations
- Conduct exit interviews. Develop a diverse team to review exit interviews. Use the information gained from the interviews to address retention problems

Responsibilities, Reviews and Remedies

- Review personnel actions to identify practices that may have discriminatory impact
 - Utilize OEO Department directed Inquiry options to address suspected problem areas
 - Take appropriate corrective action when OEO investigations determine policy violations occurred
 - Review recruitment methods in jobs with significant under-utilization of affected group members
 - Document EEO Program activities and forward to OEO on a quarterly basis for inclusion in the annual EEO Assurances
- Make every manager and supervisor responsible and accountable to meet affirmative action goals, and assess performance in discharging EEO program responsibilities in performance evaluations
 - Review utilization analysis reports and applicant flow data reports in regular management meetings
 - Conduct regular performance reviews of EEO responsibilities
- Require managers and supervisors to participate in EEO seminars that discuss the Affirmative Action Plan
 - Hold managers and employees accountable for attending the OEO Diversity training
 - Review adverse impact analysis and develop remedial action as necessary

Olympic Region

The staff of the Olympic Region Personnel Office, Office of Equal Opportunity Representative, Olympic Region Communications Officers, and Region Senior Engineering and Maintenance Managers will work together to fulfill the 2007-2011 Affirmative Action Strategies outlined in this document.

Identification of Problem Areas

The table below outlines the areas of concern and the proposed corrective actions that the Olympic Region will use in the plan period. The Olympic Region recognizes that affirmative action goals involve realistic targets of filling vacancies with qualified and diverse candidates.

Areas of Concern	Proposed Remedies
In the Officials/Administrators job group, the OR is significantly underutilized in African American, Hispanic, Female, and Persons with Disabilities employees	The Olympic Region will utilize the strategies outlined in items 4, 5, and 6 of the Action Oriented Programs section.
In the Professional Engineer job group, the OR is significantly underutilized in African American, American Indian, Asian Pacific Islander, Hispanic, Disabled Veteran, and Persons with Disabilities employees	The Olympic Region will utilize the strategies outlined in items 4, 5, and 6 of the Action Oriented Programs section.
In the Professional job group, the OR is significantly underutilized in African American, Asian Pacific Islander, and Hispanic employees	The Olympic Region will utilize the strategies outlined in item 4 of the Action Oriented Programs section.
In the Administrative Support job group, the OR is significantly underutilized American Indian, Asian Pacific Islander, Hispanic, Vietnam Era Veteran, and Persons with Disabilities employees	The Olympic Region will utilize the strategies outlined in item 4 of the Action Oriented Programs section.
In the Skilled Craftpersons job group, the OR is significantly underutilized in African American, Asian Pacific Islander, Hispanic, Female, Vietnam Era Veteran, Disabled Veteran and Persons with Disabilities employees	The Olympic Region will utilize the strategies outlined in item 4 of the Action Oriented Programs section.
In the Technicians job group, the OR is significantly underutilized in Asian Pacific Islander, Hispanic, Female, Disabled Veteran, and Persons with Disabilities employees	The Olympic Region will utilize the strategies outlined in items 4, 5, and 6 of the Action Oriented Programs section.
In the Services/Maintenance job group, the OR is significantly underutilized in African American, American Indian, Asian Pacific Islander, Disabled Veteran and Persons with Disabilities employees	The Olympic Region will utilize the strategies outlined in item 4 of the Action Oriented Programs section.

Action Oriented Programs

The Olympic Region has instituted action programs to eliminate identified problem areas and to help achieve affirmative action goals. These programs include:

1. Review of each Classification Questionnaire (CQ), Essential Job Function (EJF), Essential Knowledge and Skills (EKS, also known as KSA- Knowledge, Skill, and Ability) forms before recruiting to fill the vacancy to ensure the documents accurately reflect job functions and bona fide occupational qualifications. Identify and remove barriers that could disqualify diverse candidates;
2. Continue to provide updated/reviewed CQ, EJF, KSA to all members of management involved in the recruiting, screening, selection, and promotion processes;
3. Evaluate the total selection process to ensure freedom from bias through:
 - a. Screen job applications and other pre-employment forms to ensure information requested is position related;
 - b. Evaluate selection methods that may have a disparate impact to ensure they are position-related and consistent with the agency's business necessity;
 - c. Train personnel and management staff on proper interview techniques; and
 - d. Support training provided through the Office of Equal Opportunity that emphasizes EEO diversity and cultural awareness.
4. The Olympic Region will use the following techniques to increase the applicant numbers of underutilized groups with the objective of meeting Affirmative Action Plan goals.
 - a. Include the Equal Opportunity statement in all printed and electronic employment advertisements;
 - b. Regularly advertise employment opportunities in publications targeted at underutilized groups;
 - c. Disseminate information on job opportunities to organizations identified by the Olympic Region OEO office that represent underutilized groups;
 - d. Actively recruit at secondary schools, junior colleges, colleges and universities with student enrollment that targets the Olympic Region's underutilized groups;
 - e. Partner with the Olympic Region OEO office to increase outreach efforts to underutilized groups;
 - f. Seek and identify regional recruitment events that target minority, women, veteran, and other underutilized groups;
 - g. Expand our recently instituted Transportation Technician Apprenticeship program targeted toward underutilized groups to expand growth;

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- h. Maintain contracts with organizations representing minority groups, women, professional societies, and other sources of candidates for technical, professional, and management level positions;
- 5. The Olympic Region is committed to providing current employees with advancement opportunities through job structuring and upward mobility. Our commitment is demonstrated by the following programs:
 - a. Evaluate and establish “in-training” appointments and auto promotions in the transportation technician series to increase the number of underutilized groups in more technically advanced positions. Comparable activities are also provided in the highway maintenance series;
 - b. Target recruitment for underutilized groups in temporary positions that often become a pool for permanent position vacancies;
 - c. Publicize upward mobility programs and opportunities within each work unit and within the total organizational structure;
 - d. Provide cross-training and temporary upward allocations for employees working in higher classifications during absences and acting appointments to increase skills and experience.
- 6. The Department of Transportation training and professional development sponsored programs are another way the Olympic Region provides employees with the tools needed to advance within the agency. These efforts have been instituted to increase retention and progressive career opportunities for Olympic Region employees. Some of these programs are listed below:
 - a. Washington State Department of Transportation Tuition Reimbursement Program
 - b. Fellowship Masters Program
 - c. Supervisory and Management training
 - d. Information technology training series
 - e. Preparation for PE certification tests
- 7. The Olympic Region is committed to evaluating the effectiveness of the equal opportunity and affirmative action program. Some of the methods the Olympic Region will use to monitor the results of our programs include:
 - a. Applicant flow data analysis of selection and appointment statistics including an analytical review of reasons candidates were rejected. The Olympic Region monitors results of our recruitment efforts to increase the number of applicants from underutilized groups;
 - b. Evaluate hiring and promotion selection criteria and procedures such as supervisory evaluations, oral interviews, written tests, qualification standards, and job descriptions and their use to ensure processes are unbiased and do not have disparate impact on protected groups;

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- c. Partner with the Olympic Region Office of Equal Opportunity Representative to extend student and underutilized group outreach efforts to increase diversity in Olympic Region applicant pools.
- 8. The Olympic Region, in cooperation with the Office of Equal Opportunity monitors recruitment, selection, and retention strategies to ensure EEO processes are being managed appropriately, as indicated below:
 - a. Monitor advertising effectiveness in meeting our goal of increasing the number of applicants from underutilized groups;
 - b. Communicate the Olympic Region's equal opportunity and affirmative action program and strategy to supervisors and managers for consistency of policy application;
 - c. Require Olympic Region employees attendance at OEO valuing diversity training;
 - d. Utilize the OEO Department directed inquiry options to address suspected problem areas and take appropriate corrective action when required;
 - e. Conduct exit interviews for departing WSDOT employees and review reasons for departure.

Southwest Region

Job Structuring and Upward Mobility

- Continue to support, at the 2006 level of 9 Transportation Technician 1's, the WSDOT apprentice program.
- Develop and implement an internal SW Region career development fair focused on providing information and tools to the workforce on working towards promotions and/or project opportunities within the region and the WSDOT.

Recruitment, Promotion, and Placement

- In partnership with the SW Region's Communications Office, develop and publish region/state/nation-wide articles promoting employment with WSDOT SW Region and quality of life in the region to publications, associations and organizations with diverse audiences.
- Participate in public job fairs in our area and promote with community resources (unemployment offices, transitional programs etc), local schools, colleges, trade schools and minority organizations.

Retention and Separations

- Establish career development advisory services (in conjunction with internal career development fair) and points of contact for each of our major workforce areas.
- Conduct random workforce survey(s) to identify information and trends related to why employees stay and why they would consider leaving the SW Region and/or WSDOT.

Responsibilities, Reviews, and Remedies

- Work with SW Region's OEO Officer to develop and deliver ongoing training and information to managers regarding AAP goals.
- Establish a schedule to provide 'Discipline & Performance Management Training' to ensure all SW Region leaders receive the training.

North Central Region

2007-2011 Equal Opportunity and Affirmative Action Program

Commitment: The staff of the North Central Region Human Resources Office Region Senior Management and the Office of Equal Opportunity will work together to fulfill the 2007-2011 Affirmative Action Strategies outlined in this document.

GOALS: North Central Region has examined the goals set for the job groups and will carry out an internal plan to reach goals that match with current and future hiring and promotional opportunities. The Region is committed to a plan to provide for as many internal promotions as possible from within our own ranks. Where opportunities for new hires and promotions exist, the strategies below will be implemented. OEO's Quarterly Utilization Analyses will be used to monitor progress.

STRATEGIES:

Job Structure and Upward Mobility

- Support WSDOT internship programs and advertise widely to colleges with high minority and female enrollments
- Support WSDOT apprenticeship programs and broadly circulate opportunities internally and externally
- Encourage outreach to women and minority groups for temporary positions, one of the Region's best opportunities for entry into permanent positions
- Ensure promotional opportunities are widely publicized to all employees, especially those without computers
- As part of the annual evaluation process, every manager will work with staff to identify training opportunities that will help WSDOT employees to take the next step in their respective careers
- Utilize opportunities to provide temporary upward allocations for employees working in higher classifications during absences and acting appointments
- Support membership in professional societies
- Review position descriptions and Essential Job Knowledge and Skill (EJKS) statements to make sure they accurately reflect job responsibilities. As the statements are reviewed, make sure requirements are unbiased. Ensure that positions are allocated appropriately
- Announce internship opportunities at tech schools, universities, and community colleges to staff

Recruitment, Promotion and Placement

- Encourage new supervisors to attend Department of Personnel or other available training in interviewing techniques
- Encourage staff to take classes on interviewing successfully and OEO/HR will continue to provide individual interview counseling
- OEO will continue to conduct interviewing skills training at annual Maintenance Supervisor Summit
- Utilize diversity and equal opportunity recruitment and interviewing tools
- Use the internet and WSDOT ListServe announcements for vacancies
- Utilize and update OEO and other recruitment resource lists for advertising available positions
- Advertise positions at universities, community colleges and tech schools that have broad student diversity
- Utilize the new E Recruit system now being implemented statewide
- Maintain contacts with organizations representing minority groups, women, professional societies and other sources of candidates for technical, professional and management level positions
- Regularly advertise NCR job opportunities with national engineering, female, and minority professional groups and support membership in professional societies such, the National Society of Black Engineers, National Society of Hispanic Engineers, Women in Engineering, etc
- Use diverse interview hiring panels
- Regularly advertise WSDOT job opportunities to ensure that all job vacancies are posted conspicuously and all employees are encouraged to bid on all jobs for which they feel qualified
- Use the Applicant Flow Database provided by the Office of Equal Opportunity and analyze the flow of applicants through the selection and appointment process
- Conduct outreach to local community minority, female, veteran and disability groups and give information about how to apply for WSDOT jobs
- Seek out and participate at local and regional recruitment and employment events such as Career Fairs
- Conduct outreach to high schools and junior highs to promote WSDOT careers
- Include the Equal Opportunity statement in all printed and electronic employment advertisements

Retention

- Encourage and review participation in WSDOT Career Development Programs
- Review all probationary, disciplinary and disability separations for adherence to all policies, rules and regulations and for disparate impact
- Continue and enhance official and informal recognition and reward programs
- Review all disciplinary actions and ensure disciplinary actions are progressive and meet the just cause standard
- Endorse respect in the workplace as a core WSDOT value
- Provide training and encouragement to supervisors to fully implement the performance management program
- Provide adequate training to all employees in order to perform their jobs
- Provide for job rotation and cross-training opportunities where ever possible
- Ensure that reasonable accommodations are implemented correctly and are effective for disabled employees
- Ensure that an aggressive and effective Return to Work program is implemented
- Conduct exit interviews. Use the information gained from the interviews to address retention problems

Responsibilities, Reviews and Remedies

- Utilize OEO Department Directed Inquiry options to address suspected problem areas
- Utilize informal or alternative dispute resolution processes to address problems
- Take appropriate corrective action when OEO investigations determine policy violations have occurred
- Review recruitment methods in jobs with significant under-utilization of affected group members
- Document EEO Program activities such as accommodation tracking, applicant flow and corrective actions on OEO policy violations, and forward to OEO on an annual basis for inclusion in the annual EEO Assurances
- Ensure every manager and supervisor is responsible and accountable to meet affirmative action goals, and assess performance in discharging EEO program responsibilities in performance evaluations
- Review utilization analysis reports and applicant flow data reports in regular management meetings
- Conduct regular performance reviews of EEO responsibilities
- Hold managers and employees accountable for attending the OEO Diversity training
- Review adverse impact analysis and develop remedial action as necessary

South Central Region

2007-2111 Equal Opportunity and Affirmative Action Program

Commitment: The staff of the South Central Region Human Resources Office, Region Senior Management and the Office of Equal Opportunity will work together to fulfill the 2007-2011 Affirmative Action Strategies outlined in this document.

GOALS: South Central Region has examined the goals set for the job groups and will carry out an internal plan to reach goals that match with current and future hiring and promotional opportunities. The Region is committed to a plan to provide for as many internal promotions as possible from within our own ranks, including any “transfers” via competitive process under collective bargaining agreements. Where opportunities for new hires and promotions exist, the strategies below will be implemented. OEO’s Utilization Analyses will be used to monitor progress.

South Central Region will also be formulating a plan to replace up to Five Appointing Authority-level managers who are eligible for retirement within this program timeframe. This plan may include, but not limited to, strategies for job shadowing, mentoring, double-filling, or other processes to re-fill these key positions, which will include qualified protected group members as available.

STRATEGIES:

Job Structure and Upward Mobility

- Support WSDOT internship program and advertise widely to colleges with high minority and female enrollments
- Support WSDOT apprenticeship program and ensure that protected group members are certified from HQ in the list of names
- Encourage outreach to women and minority groups for non-permanent positions, one of the Region’s best opportunities for entry into permanent positions
- Ensure promotional opportunities are widely publicized to all employees, especially in areas that may lack regular access to computers
- Ensure that career development plans are utilized for lower grade employees who are under-utilized or who demonstrate potential for advancement
- As part of the annual evaluation process, every manager will work with staff to identify training opportunities that will help WSDOT employees take the next step in their respective careers
- Utilize opportunities to provide temporary upward allocations for employees to work in higher classifications during absences and acting appointments
- Support membership in professional societies

WSDOT Engineering and Regional Operations Affirmative Action Plan

- Review position descriptions and EJKS statements to make sure they accurately reflect job responsibilities. As the statements are reviewed, make sure requirements are unbiased. Ensure that positions are allocated appropriately
- Continue to announce internship opportunities at tech schools, universities, and community colleges

Recruitment, Promotion and Placement

- Encourage new supervisors to attend training in successful interviewing techniques, and OEO/HR will continue to provide individual interviewing counseling for supervisors and for employees
- OEO will continue to conduct interviewing skills training at annual Maintenance Supervisor Summit
- Continue to utilize diversity and equal opportunity recruitment and interviewing tools
- Continue to utilize the internet, "Craig's List", and WSDOT ListServe as appropriate, for advertising various announcements
- Utilize and update OEO and other recruitment resource lists for advertising available positions
- Advertise positions at universities, community colleges and tech schools that have broad student diversity
- Utilize the new E-Recruit system now being implemented statewide
- Maintain contacts with organizations representing minority groups, women, professional societies and other sources of candidates for technical, professional and management level positions
- Regularly advertise SCR job opportunities with national engineering, female, and minority professional groups and support membership in professional societies such, the National Society of Black Engineers, National Society of Hispanic Engineers, Women in Engineering, etc
- Use diverse interview hiring panels
- Use the Applicant Flow Database provided by the Office of Equal Opportunity and analyze the flow of applicants through the selection and appointment process
- Conduct outreach to local community minority, female, veteran and disability groups and give information about how to apply for WSDOT jobs
- Seek out and participate at local and regional recruitment and employment events such as Career Fairs
- Implement a new "sponsor" program for TE-1's, to answer questions and keep in contact with the candidate until they begin employment
- Conduct outreach to high schools and junior highs to promote WSDOT careers
- Include the Equal Opportunity statement in all printed and electronic employment advertisements

Retention

- Continue to encourage and review participation in WSDOT Career Development Programs, such as:
 - WSDOT Training Program
 - Executive Fellowship Program
 - Tuition Reimbursement Program
 - Senior Leader Succession and Development Program
 - Mentoring Program
- Review all probationary, disciplinary and disability separations for adherence to all policies, rules and regulations and for disparate impact
- Continue and enhance official and informal recognition and reward programs
- Review all disciplinary actions and ensure disciplinary actions are progressive and meet the just cause standard
- Endorse respect in the workplace as a core WSDOT value
- Provide continued training and encouragement to supervisors to fully implement the performance management program
- Provide adequate training to all employees to perform their jobs
- Provide for job rotation and cross-training opportunities where ever possible
- Ensure that reasonable accommodations are implemented correctly and effectively for disabled employees
- Ensure that an aggressive and effective Return to Work program is implemented
- Continue participation with HQ OHR in conducting exit interviews. Ensure that HQ OHR uses the information gained from the interviews to address retention problems

Responsibilities, Reviews and Remedies

- Utilize OEO Department Directed Inquiry options to address suspected problem areas
- Utilize informal or alternative dispute resolution processes to address problems
- Take appropriate corrective/disciplinary action when OEO investigations determine policy violations have occurred
- Review recruitment methods in jobs with significant under-utilization of affected group members
- Document EEO Program activities such as accommodation tracking, applicant flow and corrective actions on OEO policy violations, and forward to OEO on an annual basis for inclusion in the annual EEO Assurances

WSDOT Engineering and Regional Operations Affirmative Action Plan

- Ensure every manager and supervisor is responsible and accountable to meet affirmative action goals, and assess performance in discharging EEO program responsibilities in performance evaluations
- Review utilization analysis reports and applicant flow data reports in regular management meetings
- Conduct regular performance reviews of EEO responsibilities
- Hold managers and employees accountable for attending the OEO Diversity training

Eastern Region

Commitment: The staff of the Eastern Region Human Resources Office, Region Senior Management, and the Office of Equal Opportunity will work together to fulfill the 2007-2011 Affirmative Action Strategies outlined in this document.

GOALS: Eastern Region has examined the goals set for the job groups and will carry out an internal plan to reach goals that match with current and future hiring and promotional opportunities. The Region is committed to a plan to provide for as many internal promotions as possible from within our own ranks. Where opportunities for new hires and promotions exist, the strategies below will be implemented. OEO's Quarterly Utilization Analyses will be used to monitor progress.

STRATEGIES:

A. Job Structure and Upward Mobility

Eastern Region will continue to implement following strategies:

- Ensure promotional opportunities are widely publicized to all employees, especially those without computers
- As part of the annual evaluation process, every manager will work with staff to identify training opportunities that will help WSDOT employees to take the next step in their respective careers
- Utilize opportunities to provide temporary upward allocations for employees working in higher classifications during absences and acting appointments
- Review position descriptions and EJKS statements to make sure they accurately reflect job responsibilities. As the statements are reviewed, make sure requirements are unbiased. Ensure that positions are allocated appropriately

Whenever appropriate and applicable, Eastern Region WSDOT will continue to:

- Support WSDOT internship programs and advertise widely to colleges with high minority and female enrollments
- Support WSDOT apprenticeship programs and broadly circulate opportunities internally and externally
- Encourage outreach to women and minority groups for temporary positions, one of the Region's best opportunities for entry into permanent positions
- Create career development plans for lower grade employees who are under-utilized or who demonstrate potential for advancement
- Support membership in professional societies
- Announce internship opportunities at tech schools, universities, and community colleges to staff

B. Recruitment, Promotion and Placement

Eastern Region will continue to implement following strategies:

- Utilize diversity and equal opportunity recruitment and interviewing tools
- Use the internet and WSDOT ListServe announcements for vacancies
- Encourage new supervisors to attend Department of Personnel or other available training in interviewing techniques
- Encourage staff to take classes on interviewing successfully and OEO/HR will continue to provide individual interview counseling
- Use diverse interview hiring panels
- Regularly advertise WSDOT job opportunities to ensure that all job vacancies are posted conspicuously and all employees are encouraged to apply for all jobs for which they feel qualified
- Utilize and update OEO and other recruitment resource lists for advertising available positions
- Use the Applicant Flow Database provided by the Office of Equal Opportunity and analyze the flow of applicants through the selection and appointment process
- Include the Equal Opportunity statement in all printed and electronic employment advertisements

Whenever appropriate and applicable, Eastern Region WSDOT will continue to:

- OEO will continue to conduct interviewing skills training at annual Maintenance Supervisor Summit
- Solicit ideas from the community about how to improve diversity in Eastern Region
- Advertise positions at universities, community colleges and tech schools that have broad student diversity
- Utilize the new E Recruit system now being implemented statewide
- Maintain contacts with organizations representing minority groups, women, professional societies and other sources of candidates for technical, professional and management level positions
- Regularly advertise ER job opportunities with national engineering, female, and minority professional groups and support membership in professional societies such, the National Society of Black Engineers, National Society of Hispanic Engineers, Women in Engineering, etc

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- Conduct outreach to local community minority, female, veteran and disability groups and give information about how to apply for WSDOT jobs
- Seek out and participate at local and regional recruitment and employment events such as Career Fairs
- Conduct outreach to high schools and junior highs to promote WSDOT careers

C. Retention

Eastern Region will continue to implement following strategies:

- Endorse respect in the workplace as a core WSDOT value
- Encourage and review participation in WSDOT Career Development Programs
- Continue and enhance official and informal recognition and reward programs
- Provide training and encouragement to supervisors to fully implement the performance management program
- Provide adequate training to all employees in order to perform their jobs
- Provide for job rotation and cross-training opportunities where ever possible

Whenever appropriate and applicable, Eastern Region WSDOT will continue to:

- Review all probationary, disciplinary and disability separations for adherence to all policies, rules and regulations and for disparate impact
- Review all disciplinary actions and ensure disciplinary actions are progressive and meet the just cause standard
- Ensure that reasonable accommodations are implemented correctly and are effective for disabled employees
- Ensure that an aggressive and effective Return to Work program is implemented
- Conduct exit interviews. Use the information gained from the interviews to address retention problems

D. Responsibilities, Reviews and Remedies

Eastern Region will continue to implement following strategies:

- Ensure every manager and supervisor is responsible and accountable to meet affirmative action goals, and assess performance in discharging EEO program responsibilities in performance evaluations
- Hold managers and employees accountable for attending the OEO Diversity training

Whenever appropriate and applicable, Eastern Region WSDOT will continue to:

- Utilize OEO Department Directed Inquiry options to address suspected problem areas
- Utilize informal or alternative dispute resolution processes to address problems
- Take appropriate corrective action when OEO investigations determine policy violations have occurred
- Review recruitment methods in jobs with significant under-utilization of affected group members
- Document EEO Program activities such as accommodation tracking, applicant flow and corrective actions on OEO policy violations, and forward to OEO on an annual basis for inclusion in the annual EEO Assurances
- Review utilization analysis reports and applicant flow data reports in regular management meetings
- Conduct regular performance reviews of EEO responsibilities
- Review adverse impact analysis and develop remedial action as necessary